

**BY ORDER OF THE  
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE ACADEMY  
INSTRUCTION 36-151**

**20 MARCH 2000**

***Personnel***

***PERMANENT PROFESSORS***



**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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OPR: HQ USAFA/DPAO  
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Supersedes USAFAI 36-151, 17 August 1998.

Certified by: HQ USAFA/DPA  
(Lt Col Larry Johnson)  
Pages: 13  
Distribution: F

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This instruction implements AFD 36-20, *Accession of Air Force Military Personnel*, and that portion of the United States Code that applies to permanent professors and sets forth Air Force policies that pertain to professors assigned to the USAF Academy.

***SUMMARY OF REVISIONS***

Expands discussion of permanent professor selection procedures and updates office symbols throughout instruction; clarifies eligibility for “Permanent Professor Pay” entitlement (paragraph 13.). An ( | ) identifies revisions from the previous edition.

**1. Why Permanent Professors?** Title 10, U.S.C., Section 9331, authorizes 22 permanent professors, including the Dean of the Faculty, at the USAF Academy to provide continuity to academic programs, to increase stability in institutional governance through membership in Academy boards and committees, and to embody the quality standards of airman-scholar-citizen.

**2. Selecting Permanent Professors.** The selection process for a permanent professor must ensure that the individual is an outstanding Air Force officer and highly qualified in one or more of the disciplines the officer will teach or administer. When filling vacancies in the Dean of the Faculty, the Training Wing, or the Department of Athletics, all academically qualified military faculty, as well as other qualified Air Force officers, in the rank of major and above, will be considered. Normally, candidates will have earned a doctorate or professional degree in an academic field and will have demonstrated competence in scholarly pursuits. Military experience, performance ratings, professional experience related to the officer's academic field, teaching experience and effectiveness, research experience, and publications are factors that will be evaluated for each prospective nominee.

### 3. Selection Procedures (See [Attachment 1](#) for Sequence of Events Flowchart):

#### 3.1. The Dean of the Faculty (HQ USAFA/DF):

3.1.1. The Dean appoints an ad hoc committee of three permanent professors and any additional members deemed necessary to screen and evaluate all prospective candidates.

3.1.1.1. The ad hoc committee provides the Directorate of Personnel (HQ USAFA/DPAO) with a list of desired qualifications that prospective candidates must possess in order to be considered for the position being filled, as well as a formal job advertisement for Air Force-wide publication. The job advertisement should include a (brief) job description, desired qualifications, projected reporting date, and a search committee point of contact.

3.1.1.2. The Directorate of Personnel (HQ USAFA/DPAO), using the information provided by the ad hoc committee, obtains a list of academically qualified candidates, along with officer career briefs (OCBs), from the Colonels Group (AFCMOA) for colonels and colonel selects and furnishes them to the committee for review. If required, HQ USAFA/DPAO identifies qualified candidates in the grade of lieutenant colonel and below, and provides a list, along with OCBs, to the committee for review. These listings are provided without availability, meaning that formal availability checks with the officers' parent Major Command (MAJ-COM) have not been conducted. Availability checks are required to be accomplished before candidates are eligible to apply or can be "formally" considered for the position. Additionally, HQ USAFA/DPAO provides a copy of the job advertisement to AFCMOA, who advertises the requirement on their Worldwide Web page. HQ USAFA/DPAO will obtain additional personnel information, as necessary, when requested by the committee.

3.1.1.3. After completing their review of all prospective candidates--including, where possible, interviews with the top candidates--the ad hoc committee sends the Dean a "short" list (minimum of three) of the most qualified candidates arranged in the order the committee recommends them.

3.1.2. The Dean then sends the list of nominees, in alphabetical order, to the permanent professors present for duty to get a rank order of preferences.

3.1.3. The Dean then sends the list of nominees through Personnel to the Superintendent in order of preference as follows:

3.1.3.1. The Dean's.

3.1.3.2. The Permanent Professors'.

3.1.3.3. The ad hoc committee's.

#### 3.2. 34th Training Wing (34 TRW/CC):

3.2.1. The Commandant of Cadets appoints an ad hoc committee of three senior officers, including one permanent professor from the Faculty, and any additional members deemed necessary to screen and evaluate all prospective candidates.

3.2.1.1. The ad hoc committee provides the Directorate of Personnel (HQ USAFA/DPAO) with a list of desired qualifications that prospective candidates must possess in order to be considered for the position being filled, as well as a formal job advertisement for Air Force-wide publication. The job advertisement should include a (brief) job description, desired qualifica-

tions, projected reporting date, and a search committee point of contact.

3.2.1.2. The Directorate of Personnel (HQ USAFA/DPAO), using the information provided by the ad hoc committee, obtains a list of academically qualified candidates, along with officer career briefs (OCBs), from the Colonels Group (AFCMOA) for colonels and colonel selects and furnishes them to the committee for review. If required, HQ USAFA/DPAO identifies qualified candidates in the grade of lieutenant colonel and below, and provides a list, along with OCBs, to the committee for review. These listings are provided without availability, meaning that formal availability checks with the officers' parent Major Command (MAJ-COM) have not been conducted. Availability checks are required to be accomplished before candidates are eligible to apply or can be "formally" considered for the position. Additionally, HQ USAFA/DPAO provides a copy of the job advertisement to AFCMOA, who advertises the requirement on their Worldwide Web page. HQ USAFA/DPAO will obtain additional personnel information, as necessary, when requested by the committee.

3.2.1.3. After completing their review of all prospective candidates--including, where possible, interviews with the top candidates--the ad hoc committee sends the Commandant a "short" list (minimum of three) of the most qualified candidates arranged in the order the committee recommends them.

3.2.2. The Commandant then evaluates the candidates and sends the list of nominees through Personnel to the Superintendent in order of preference as follows:

3.2.2.1. The Commandant's.

3.2.2.2. The ad hoc committee's.

### **3.3. Department of Athletics (HQ USAFA/AH):**

3.3.1. The Director of Athletics appoints an ad hoc committee of three senior officers, including one permanent professor from the Faculty, and any additional members deemed necessary to screen and evaluate all prospective candidates.

3.3.1.1. The ad hoc committee provides the Directorate of Personnel (HQ USAFA/DPAO) with a list of desired qualifications that prospective candidates must possess in order to be considered for the position being filled, as well as a formal job advertisement for Air Force-wide publication. The job advertisement should include a (brief) job description, desired qualifications, projected reporting date, and a search committee point of contact.

3.3.1.2. The Directorate of Personnel (HQ USAFA/DPAO), using the information provided by the ad hoc committee, obtains a list of academically qualified candidates, along with officer career briefs (OCBs), from the Colonels Group (AFCMOA) for colonels and colonel selects and furnishes them to the committee for review. If required, HQ USAFA/DPAO identifies qualified candidates in the grade of lieutenant colonel and below, and provides a list, along with OCBs, to the committee for review. These listings are provided without availability, meaning that formal availability checks with the officers' parent Major Command (MAJ-COM) have not been conducted. Availability checks are required to be accomplished before candidates are eligible to apply or can be "formally" considered for the position. Additionally, HQ USAFA/DPAO provides a copy of the job advertisement to AFCMOA, who advertises the requirement on their Worldwide Web page. HQ USAFA/DPAO will obtain additional personnel information, as necessary, when requested by the committee.

3.3.1.3. After completing their review of all prospective candidates--including, where possible, interviews with the top candidates--the ad hoc committee sends the Director of Athletics a "short" list (minimum of three) of the most qualified candidates arranged in the order the committee recommends them.

3.3.2. The Director of Athletics then evaluates the candidates and sends the list of nominees through Personnel to the Superintendent in order of preference as follows:

3.3.2.1. The Director of Athletics'.

3.3.2.2. The ad hoc committee's.

**3.4. Final Selection.** The Superintendent will make the final selection from among the nominees.

**4. Appointment.** The President, by and with the advice and consent of the Senate, appoints the permanent professors of the USAF Academy. The USAF Academy special order, published by the Directorate of Personnel (HQ USAFA/DPAO), must provide for the appointment to the appropriate grade according to circumstances.

**5. Titles.** Permanent professors have the title of Permanent Professor, United States Air Force Academy. Changing the title of a department or officer does not affect the status, rank, or eligibility for promotion or retirement of, or otherwise prejudice, a professor. The Dean designates the head of each academic department and further designates one of the department heads in each academic division as the division chairperson. The Commandant designates the head of any group within the 34th Training Wing. The Director of Athletics designates the head of any division within the Department of Athletics.

**6. Dean of the Faculty.** The Dean of the Faculty will be appointed from among the permanent professors who have served as a department head at the USAF Academy. Officers will have the grade of brigadier general while serving as the Dean with the benefits authorized regular Air Force brigadier generals except that individual's mandatory retirement age is the same as a permanent professor's.

**7. Grades and Promotions.** Permanent professors (other than the Dean) who are department heads, or who have served as a permanent professor for more than 6 years, have the grade of colonel. Permanent professors appointed from the Regular Air Force have the grade of colonel after the date they complete 6 years of service as a professor, or after the date when officers junior to them on the promotion list or active duty list on which their name was carried before their appointment as professor are promoted to the regular grade of colonel, whichever is earlier. All other permanent professors have the grade of lieutenant colonel. A permanent professor assigned by the Dean to serve as Vice Dean continues to be viewed as a "department head" with respect to the provisions of this instruction.

**8. Date of Rank.** The date of rank of a permanent professor, or a permanent professor subsequently designated as head of a department of instruction, is the effective date of the officer's appointment or designation as a department head, respectively, backdated by the period the individual served on active duty in the Armed Forces of the United States in the same grade. The appointment orders published by HQ USAFA/DPAO (paragraph 4.) will include the date of rank.

**9. Tenure.** The Secretary of the Air Force may retire any permanent professor who has more than 30 years of service as a commissioned officer. Mandatory retirement age for permanent professors is 64. At

any time, if a permanent professor's manner of performance becomes incompatible with the USAF Academy's standards, the Superintendent, after warning the professor concerned, will report his or her judgment to the Director of Personnel with a recommendation that the professor be considered for reappointment in the Line of the Air Force or, if eligible, separation or retirement.

**10. Command.** Permanent professors exercise command only in the academic departments.

**11. Flying Status.** Appointment to a permanent professorship will not affect the aeronautical rating of an officer. Air Force policy regarding flying status of rated personnel applies to permanent professors.

**12. Sabbatical Assignments.** The Superintendent may approve requests for sabbatical assignments for permanent professors for the purpose of additional military or academic training. The duration of such assignments is covered in USAFAI 36-160, *Sabbatical Assignments*.

**13. Additional Pay.** A permanent professor who has completed 36 years of cumulative creditable service is entitled to an additional \$250 "Permanent Professor Pay" per month. This additional pay is based on the pay date used to compute longevity pay increases and may not be used in computing retired pay.

**14. Retirement.** The provisions of Section 8962, 10 USC, and Deputy Secretary of Defense memorandum, 21 July 1964, as expanded by Secretary of the Air Force memorandum, 30 August 1967, provide that permanent professors (colonels) may be retired in the "honorary" grade of brigadier general, but without the pay of that grade. This type of promotion is sometimes referred to as a "tombstone" promotion. The Secretary has delegated the Air Force Personnel Council authority to approve these "tombstone" promotions. As a general rule in exercising this authority, the Council will be guided by the criteria listed below:

14.1. A permanent professor (colonel) whose service as professor has been distinguished may be recommended for retirement in the "honorary" grade of brigadier general if the individual has the following:

14.1.1. Thirty-five or more years of Total Commissioned Service or 30 or more years of Total Active Federal Commissioned Service.

14.1.2. Ten or more years as a permanent professor or department head.

14.2. A permanent professor (colonel) whose Total Commissioned Service is less than 35 years or whose Total Active Federal Commissioned Service is less than 30 years may be recommended for retirement in the "honorary" grade of brigadier general if the individual has the following:

14.2.1. At least 25 years of Total Active Federal Commissioned Service.

14.2.2. At least 13 years of service in the academic rank of department head or higher (for the period 1954-1956, an officer who held the rank of professor of an academic discipline equates to the department head).

14.2.3. At least one of the officer's contemporaries on active duty in the Line of the Air Force has been promoted to the grade of brigadier general.

**15. Distinctive Badge.** Permanent professors will wear the distinctive identification badge approved by the Air Force Chief of Staff on 10 January 1966.

## 16. Performance Reviews of Permanent Professors:

**16.1. Evaluating the Performance of Permanent Professors.** Accomplishments will be evaluated in two stages. The first-stage reviews occur annually prior to 30 years of service. They are based upon the officer performance report (OPR) system and annual one-on-one performance feedback to the permanent professor by the Dean, Commandant, or Director of Athletics, as appropriate. Because, unlike line colonels, permanent professors may serve beyond 30 years, a second mechanism is required to assess their performance for potential to serve in 5-year increments beyond 30 years of Total Active Federal Commissioned Service.

### 16.1.1. First Stage:

16.1.1.1. Officer performance reports and one-on-one meetings are appropriate for assessing both accomplishments and potential for continued service through the 30th year. The Dean will be the rater for faculty permanent professors, the Commandant will rate permanent professors in the Training Wing, and the Director of Athletics will rate permanent professors in the Department of Athletics. The Superintendent will act as senior rater. Annual one-on-one reviews will include a review of the organizational climate survey, the academic program and compliance with faculty philosophy of course development and administration, personal accomplishments, and department activities. This annual written documentation of performance and one-on-one reviews will form the basis for the initial second-stage decision: to endorse the professor's continued service for an additional 5 years beyond 30 or to recommend to the Secretary of the Air Force that the professor be retired.

16.1.1.2. For those permanent professors who have served or will serve 5 years in their position prior to 30 years of Total Active Federal Commissioned Service, special 5-year informal reviews will be held. The information cited in paragraph [16.3.2.](#) and the criteria in [Attachment 2](#) will be used for these 5-year reviews. These reviews will provide a foundation for the initial second-stage review at 30 years of service.

### 16.1.2. Second Stage:

16.1.2.1. The Dean, Commandant, or Director of Athletics, as appropriate, will formally review the accomplishments of permanent professors at 30, 35, and 40 years of service. The Dean, Commandant, or Director of Athletics may request the assistance and advice of an outside reviewer, if deemed necessary, for second-stage reviews. Criteria by which evaluations will be made are directly connected to those used to select permanent professors. These criteria are listed in [Attachment 2](#). This formal second-stage review will supplement the OPRs and one-on-one reviews that occur during the previous 5 years and which continue on an annual basis beyond the 30th year as well. Upon completion of the review, the Dean, Commandant, or Director of Athletics, as appropriate, will recommend continuation or retirement of the permanent professor through the Director of Personnel to the Superintendent.

**16.2. Evaluating the Performance of the Dean.** A permanent professor selected to be Dean will serve a 5-year term. Extensions to the Dean's tenure will be as recommended by the Superintendent and approved by the Secretary of the Air Force. As in the second-stage review of permanent professors, the Dean will be reviewed by the Superintendent based on criteria used to select the Dean from the permanent professors. An outside reviewer may assist the Superintendent if deemed necessary by the Superintendent. These criteria are listed in [Attachment 3](#).

## 16.3. Review Procedures:

16.3.1. Permanent professors will be routinely scheduled for their first-stage annual reviews and special 5-year informal reviews in conjunction with their annual OPR. The second-stage formal reviews will occur within a 3-month period prior to completion of the 30th, 35th, and 40th years of service.

16.3.2. The Directorate of Personnel (HQ USAFA/DPAO) will maintain a suspense system for second-stage reviews and, no later than 4 months prior to the date a permanent professor is to undergo a second-stage review, will notify the Dean, Commandant, or Director of Athletics, as appropriate, and the permanent professor. Professors undergoing second-stage reviews will submit to the Dean, Commandant, or Director of Athletics, as appropriate, their resumes, curriculum vitae, publications, and other materials they believe relate to the review criteria.

16.3.3. The outcomes of a second-stage review will be forwarded to the permanent professor, in writing, as soon as possible after the review. The Superintendent will sign these notifications after considering the recommendations of the Dean, Commandant, or Director of Athletics concerning continuation or retirement.

16.3.4. In the event of an unsuccessful second-stage review, the permanent professor may appeal to the Superintendent directly within 1 week of notification. After consideration of all pertinent factors, the Superintendent will authorize continuation or will request that the Secretary of the Air Force initiate retirement action in accordance with paragraph 14., as authorized by Section 8920, 10 United States Code. Permanent professors who decide to retire voluntarily within 1 year of an unfavorable review, in lieu of awaiting action by the Secretary of the Air Force, will be accorded all retirement options provided by Air Force directives.

PHILIP S. JOHNSON, Colonel, USAF  
Director of Personnel

**Attachment 1****SEQUENCE OF EVENTS**

(Selecting, Nominating, and Appointing Permanent Professors)

**Dean of the Faculty, Commandant of Cadets, or Director of Athletics:**

Identifies permanent professor position to be filled.

\*Appoints an ad hoc committee of three permanent professors (DF only) or three senior officers, including one permanent professor from the Faculty (Training Wing and Department of Athletics), and any additional members deemed necessary to screen and evaluate prospective candidates.

**Ad hoc Committee:**

\*Provides the Directorate of Personnel (HQ USAFA/DPAO) a list of desired qualifications prospective candidates must possess, as well as a formal job advertisement for Air Force-wide publication.

**Directorate of Personnel (HQ USAFA/DPAO):**

\*Obtains candidate listings and officer career briefs (OCBs) from appropriate sources and furnishes them to the ad hoc committee for review; also conducts officer availability checks as required.

**Ad hoc Committee:**

\*Reviews and evaluates all prospective candidates, conducts interviews as necessary, and sends the Dean, Commandant, or Director of Athletics, as appropriate, a “short” list (minimum of three) of the most qualified candidates arranged in the order the committee recommends them.

**Dean of the Faculty, Commandant of Cadets, or Director of Athletics:**

\*Sends list of nominees to permanent professors for their rank ordering (Faculty positions only).

Evaluates and rank orders candidates in accordance with paragraph 3.

Prepares nomination package and forwards through the Director of Personnel to the Superintendent.

**Superintendent:**

Reviews nomination package, makes final selection and notifies the Director of Personnel.

**Directorate of Personnel (HQ USAFA/DPAO):**

Forwards nomination package to HQ AFPC/DPPPOC for processing to Senate.

**HQ AFPC/DPPPOC:**

Prepares Miscellaneous Nomination List (MNL) package for coordination through the following agencies:

HQ USAF/DPL

HQ USAF/DP

HQ USAF/JA

SAF/GC

SAF/MI



CSAF

SECAF

OSD

PRESIDENT

SENATE

**\*NOTE:** After the nomination has been confirmed by the senate, HQ AFPC/DPPPOC notifies HQ USAFA/DPAO, who in turn advises the ad hoc committee and the Dean of the Faculty, Commandant of Cadets, or Director of Athletics, as appropriate. HQ USAFA/DPAO will also inform AFCMOB, who will update the officer's date of separation (DOS) and establish assignment availability code (AAC) 50 to equal the first day of the month following his or her 64th birthday. AFCMOB will also update an exclusion code removing the officer from the Line of the Air Force, rendering the officer ineligible for future promotion consideration and PCS (excluding sabbatical assignments). The process is complete when Personnel prepares permanent professor appointment orders and forwards copies to HQ AFPC/DPPPOC and AFCMOB.

**Attachment 2****CRITERIA FOR REVIEW  
PERMANENT PROFESSORS, USAFA****A2.1. Professional.** The professor:

A2.1.1. Possesses an earned Ph.D. degree or equivalent professional degree.

A2.1.2. Demonstrates a consistent record of academic and professional growth, fulfilling the potential that led to selection as professor. Post-doctoral work, research, an academic sabbatical, Academy or faculty-wide administrative responsibilities, etc., are considered evidence of such achievement.

A2.1.3. Demonstrates a commitment to academic excellence through teaching, curriculum evaluation and development, faculty development, academic counseling, participation in conferences and seminars, participation on institutional academic committees, and cadet and community extracurricular activities.

A2.1.4. Maintains currency in military matters through support of the operational Air Force, encouragement of departmental research on problems of interest to the Department of Defense and the Air Force, and other forms of military professional development.

A2.1.5. Demonstrates high standards of military bearing, appearance, and physical fitness and maintains similarly high departmental standards in these areas.

A2.1.6. Demonstrates a strong commitment to academic standards.

**A2.2. Leadership.** The professor:

A2.2.1. Continues to demonstrate the outstanding manner of performance of military duties that led to selection as professor. Performance as professor through departmental leadership or other capacity and competence in faculty personnel, fiscal, and logistical matters will be the primary consideration.

A2.2.2. Supports a program of professional currency for other members of the department's faculty.

A2.2.3. Fosters an educational environment conducive to teaching and learning.

**A2.3. Personal.** The professor:

A2.3.1. Desires to serve beyond the review period.

A2.3.2. Works constructively with colleagues in routine coordination and on committees and study groups.

A2.3.3. Demonstrates a distinctively moral lifestyle characterized by integrity and intellectual honesty.

**A2.4. Output Measures.** Although many of the listed criteria require subjective evaluation of performance, specific output measures of interest include trends in:

A2.4.1. Organizational climate survey (leadership, personal).

A2.4.2. Cadet and faculty research productivity (professional, leadership).

A2.4.3. Curriculum innovations in core and majors courses (professional).

A2.4.4. Performance of cadets on national normed exams (professional, leadership).

A2.4.5. Reports from accrediting bodies (professional).

A2.4.6. Involvement of the permanent professor's organization in other Academy activities (leadership, personal).

A2.4.7. End-of-course critique summaries (professional).

***NOTE:***

**For permanent professors assigned to the Training Wing or Department of Athletics, the review will be tailored to the requirements of the respective position.**

**Attachment 3****CRITERIA FOR REVIEW  
DEAN OF THE FACULTY, USAFA****A3.1. Professional.** The Dean:

A3.1.1. Manifests a personal philosophy that is in consonance with the mission of the Air Force Academy, especially with respect to the academic education of the Cadet Wing.

A3.1.2. Continues to grow intellectually in his or her discipline.

A3.1.3. Demonstrates a strong commitment to high academic standards.

**A3.2. Leadership.** The Dean:

A3.2.1. Demonstrates leadership and competence in educational matters involving a variety of academic disciplines other than his or her own.

A3.2.2. Demonstrates growth and development in administration, especially with regard to personnel, logistics, fiscal, and curricular matters. Of particular importance is facility and long-range planning and coordination with the Department of the Air Force.

A3.2.3. Sustains the program for the professional military development, including service school attendance, of the faculty, to include providing the resources--spaces and money--necessary for an active program.

A3.2.4. Demonstrates leadership and high standards of military bearing, appearance, and physical fitness, maintaining similarly high standards for the faculty in these areas.

A3.2.5. Fosters an educational environment conducive to teaching and learning.

A3.2.6. Achieves and sustains effective working relationships with the Commandant of Cadets, Director of Athletics, Director of Admissions, and other USAFA staff.

A3.2.7. Achieves and sustains close working relationships with the deans of the other service academies, the commandants of the senior service colleges, and key staff officers at the Department of the Air Force.

**A3.3. Personal.** The Dean:

A3.3.1. Desires to serve beyond the current review period.

A3.3.2. Demonstrates an ability to work effectively and harmoniously with the department heads, the faculty, and the USAFA staff, especially in the forums of the Faculty Council, Curriculum Committee, and the Academy Board.

A3.3.3. Demonstrates a distinctively moral lifestyle characterized by integrity and intellectual honesty.

**A3.4. Output Measures.** Specific output measures of interest include trends in:

A3.4.1. Organizational climate survey (leadership, personal).

A3.4.2. Cadet and faculty research productivity (professional, leadership).

A3.4.3. Curriculum innovations in core and majors courses (professional).

A3.4.4. Reports from accrediting bodies (professional).

A3.4.5. Involvement of faculty in other Academy activities (leadership, personal).

A3.4.6. End-of-course critique summaries (professional).